

COMMERCIALIZATION THAT WORKS RESEARCH SERIES

Turning individual AI experimentation into sustained adoption and value in life sciences

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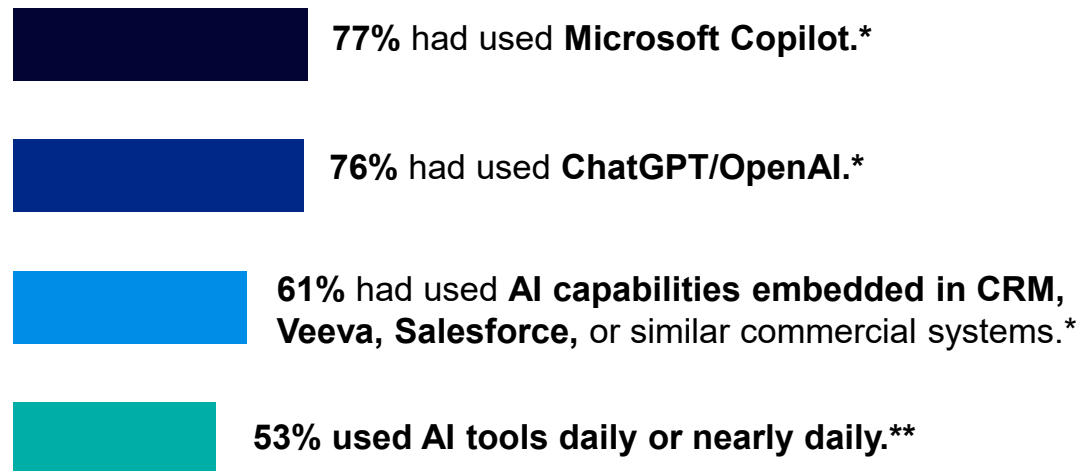
Life sciences commercialization teams are experimenting with AI well ahead of their organizations' readiness to support them, according to the survey findings. This report describes that gap and outlines a practical way to address it, mindset by mindset.

Executive summary

A thousand flowers have bloomed...time to resow

More personal AI experimentation than enterprise AI integration is occurring within commercialization teams according to our *AI Enablement* survey, part of our *Commercialization That Works* research. This research examines what life sciences commercialization teams need for strategies, tools, and interactions to deliver value in their daily work. For AI enablement, that question is timely.

Individuals are experimenting with off-the-shelf and vendor AI tools:



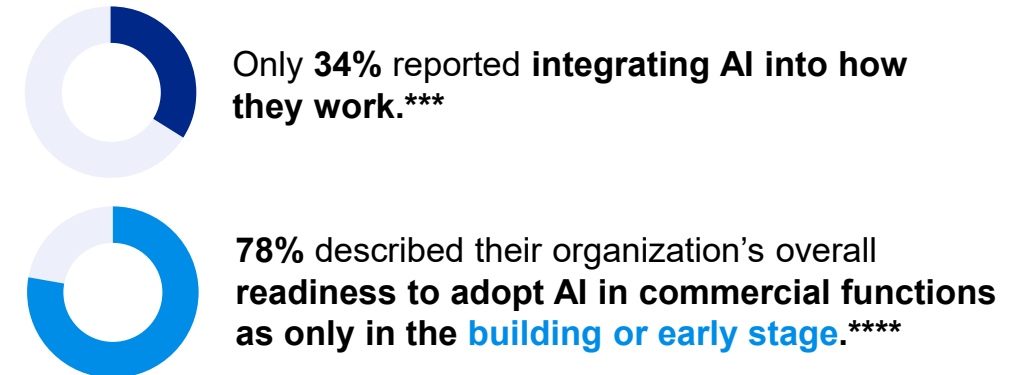
*Which of the following AI platforms or tools have you personally used for work-related purposes?

**How frequently do you personally use AI tools in your work today?

***Which of the following best describes your personal approach to AI at work today?

****How would you describe your organization's overall readiness to adopt AI in commercial functions?

However, AI tools are not yet integrated into workflows.



To move from experimentation to enterprise integration, organizations will need to focus on trust in the output, clarity around approved use, workflow fit, and visible value, all delivered in ways that account for people's different starting points, beliefs, and barriers.

Survey methodology

The *Commercialization That Works: AI Enablement* survey explored how life sciences professionals are using AI at work, how they perceive its value and risks, and what organizations need to provide to support sustained AI adoption and effective use.

Sample:

- 100 U.S.-based pharma and biopharma professionals

Respondents:

- Field- and headquarters-based professionals across commercial, medical, analytics, technology, access, and governance roles responded.
- More than half had worked in the industry for at least 11 years, and the majority held manager- or director-level positions.

Research focus:

- AI usage, adoption behaviors, trust, organizational readiness, barriers, enablement needs, and priority applications

Study type:

- Online survey with closed- and open-ended questions

When fielded:

- April 2026

What the research showed

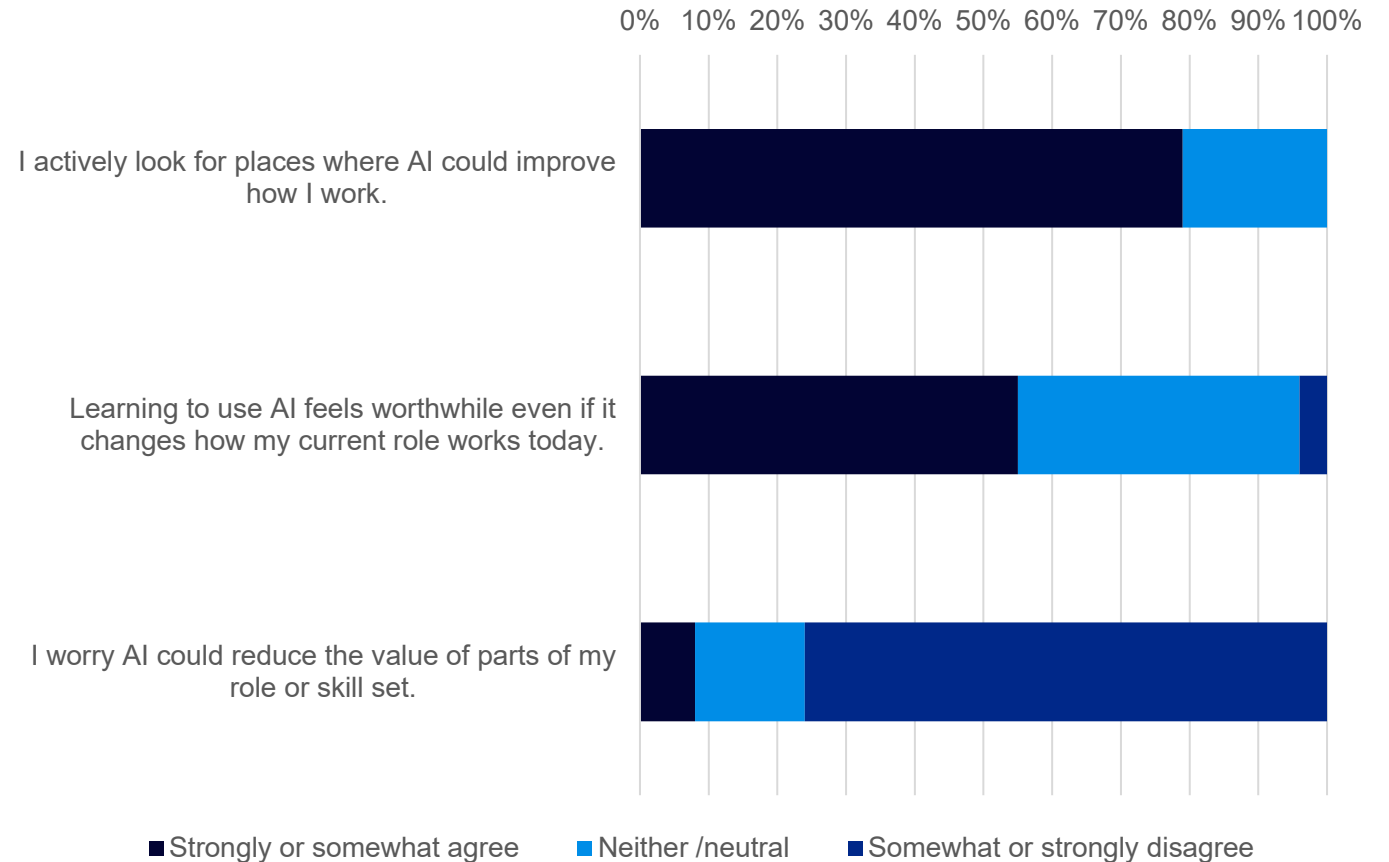
The state of the state of AI
adoption for commercialization in
life sciences

AI adoption has a strong foundation of employee interest

79% reported that they seek places for AI to improve their work, while only **8%** were worried that AI could reduce the value of their role or skills.

This combination of high interest and low fear suggests the barrier to AI adoption is structural rather than willingness.

The opportunity: convert that interest and experimentation into supported, repeatable ways of working.



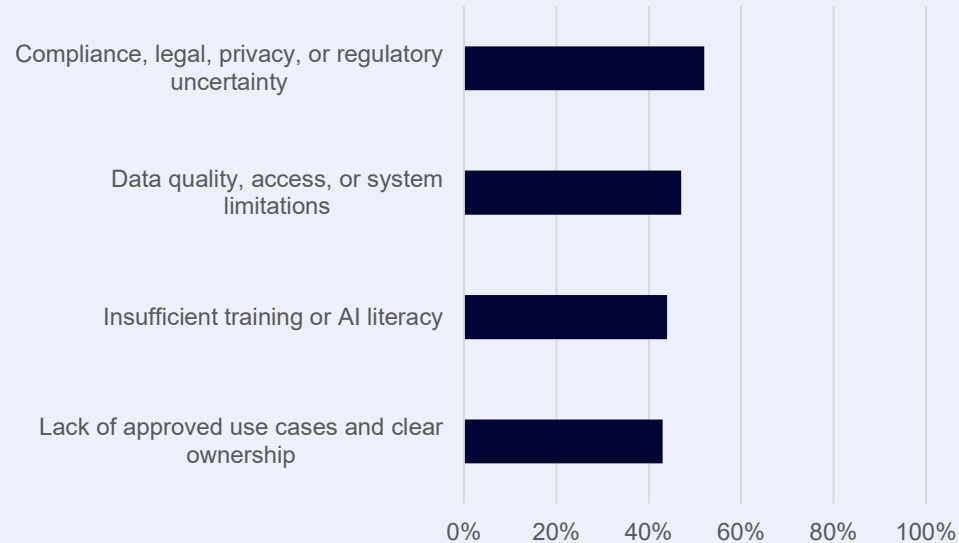
Please indicate how much you agree or disagree with each statement.

Barriers clustered around clarity and trust

The findings indicate that confidence declines as the stakes rise: **67% were more comfortable using AI for drafting and synthesis than for recommendations that could materially affect business decisions.** This underscores the need for greater transparency and clearer rules for compliant use before AI can expand into materially supporting decision-making.

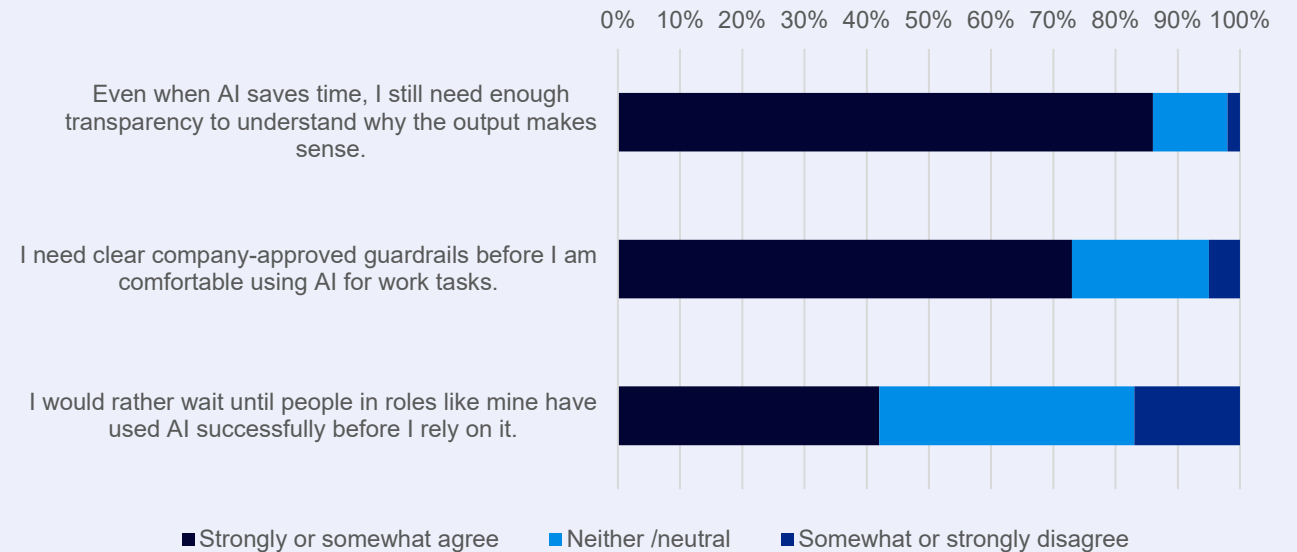
Sustaining use will require life sciences organizations to address barriers ranging from governance and data concerns to unclear ownership and limited training.

Top 4 barriers to AI adoption



What do you see as the biggest barriers to AI adoption in your area?

What respondents need to use AI with confidence



Please indicate how much you agree or disagree with each statement.

Workflow fit was a recurring theme

With **24% saying AI feels like one more thing on their plate** and **another 45% neutral**, some respondents may still be unsure whether AI will ease their workload or add to it.

Involving users in tool design can help ensure AI supports actual workflows and feels useful in practice.

The opportunity: embed AI into the tools and workflows people already use, so adoption feels like an extension of what they're doing already.

Workflow fit is central to sustained AI use



53% were unlikely to use AI consistently if it did not fit into their workflow*



56% said tools embedded into systems and workflows they already use would increase their willingness to adopt AI**



24% agreed that AI currently feels like one more thing on their plate, while **45%** were neutral*

*Please indicate how much you agree or disagree with each statement.

**What would most increase your personal willingness to use AI more in your work?

Respondents were clear that AI has to prove its value

People need to see that AI produces better outputs and delivers measurable value before it earns a lasting place in how they work.

In other words, respondents do not want ease at the expense of value. They want AI to be usable *and* contribute meaningfully to what they're doing day to day.

The opportunity: lead with visible, measurable wins to build trust and encourage continued use.

These broad findings show what commercialization teams need for scalable AI adoption overall. In the next section, we'll describe how those needs are experienced differently across the workforce and a practical approach to encouraging meaningful use.

Visible performance improvement sustains adoption



75% agreed that AI must demonstrate measurable business value quickly or risk losing support.*



59% said meaningfully better output matters more than smooth workflow fit when forced to choose between the two.**



49% said evidence of measurable impact within their organization would increase their willingness to use AI more.***

*Please indicate how much you agree or disagree with each statement.

**Which statement comes closer to your view?

***What would most increase your personal willingness to use AI more in your work?

A practical approach to what comes next

AI adoption personas and what commercialization teams need to confidently, effectively use AI

Different mindsets open the door for more focused support

The research reinforced that biopharma and pharma professionals encounter AI with different levels of experience, curiosity, confidence, trust, and required support:

- Some are already experimenting but lack the structure to apply AI responsibly.
- Others see its potential but need evidence that it will improve performance.
- Some are willing to learn but do not know where to begin.
- Still others simply have too many competing priorities for AI to become part of their work routine.

Contrary to what many think, these differences do not align neatly with role, seniority, or generation.

Read our article for more about the common assumptions surrounding AI adoption that were challenged by the survey findings: [Biopharma's own AI myth-busters separate tall tale from truism](#)

Because multiple adoption mindsets may exist within the same function or team, a single adoption strategy is unlikely to work for everyone.

Commercialization teams already have a model for this: HCP segmentation and omnichannel orchestration, where engagement strategies are tailored to drive awareness and adoption of new therapies across specialties, geographies, and readiness levels. Applying that same logic internally shifts the focus from rolling out AI to treating AI adoption as an audience to understand.

Similarly, we designed the survey to identify behavioral personas that represent the different AI starting points. **Eight personas emerged from the findings.**

Segmenting AI adoption as you would HCPs and patients

The eight personas provide a broad view of how individuals within an organization may approach AI.

Ready to move but in different ways

The Enthusiast

Pro-AI but AI-naive

Profile: Highly curious and excited, sometimes using personal subscriptions, but may have limited data fluency or a narrow understanding of implementation complexity

The ROI-er

Show me the numbers

Profile: Open to AI but unwilling to support or scale it without clear evidence of business value

The Quiet Expert

Already doing it

Profile: An advanced user who is already applying AI effectively, often without broad organizational visibility or influence

The Curious but Stuck

Willing, not enabled

Profile: Interested in using AI but held back by limited access, training, confidence, approved examples, or practical support

Held back by risk, burden, or disengagement

The Governor

Governance first

Profile: Values safety, compliance, transparency, and process; may support AI in principle while questioning whether the organization is ready to use it responsibly

The Anxious Skeptic

What about my job?

Profile: Aware of AI but concerned about displacement or the effect it may have on the value of their role and expertise

The Swamped

Not another thing

Profile: Not philosophically opposed to AI but already managing too many priorities to take on another tool, workflow, or learning requirement

The Disengaged

Hasn't tuned in yet

Profile: Low usage and limited curiosity; not necessarily opposed, but not sufficiently connected to the conversation to see why AI matters to their work

"Market to your team" to support adoption

Just as commercial teams tailor messaging and channels to different HCP and patient segments, driving AI adoption can be accomplished by matching the right message, evidence, and support to each persona.

Although all eight personas on the previous page help understand the overall segmentation, when time, funding, and change management capacity are limited, it's important to focus resources where they'll have the greatest impact.

The five *GEARS* personas below represent those higher-impact opportunities.

	 The Governor <i>Governance first</i>	 The Enthusiast <i>Pro-AI but AI naive</i>	 The Anxious Skeptic <i>What about my job?</i>	 The ROI-er <i>Show me the numbers</i>	 The Swamped <i>Not another thing</i>
THE OPPORTUNITY	Turn caution into the structure that makes responsible progress possible	Convert excitement into disciplined experimentation	Address the fear directly rather than hoping usage will resolve it	Make value measurable enough to earn their support	Reduce the work required to experience the value
THE APPROACH	Involve them in governance design, and give them a role in establishing review standards, approved uses, and escalation processes	Channel them into focused pilots with clear scope, guardrails, success measures, and experienced partners so their advocacy is backed by evidence	Use role-specific examples demonstrating augmentation, make human accountability visible, and clarify how expertise becomes more important with AI	Present a specific business case, define success measures, and report concrete results such as time saved, reduced costs, or increased decision speed	Prioritize integration over novelty, embed AI into tools they already use, provide configured workflows, and identify work that can be removed or simplified

Five moves to go from experimentation to adoption

Marketing to your employees is one piece of the picture, but it only works alongside the other fundamentals the survey reinforced are still missing. Together, these five moves create the conditions for AI to become a practical, sustained part of how commercialization work gets done.

1

Take a marketing approach

Segment employees by adoption mindset, then combine role-specific learning with tailored support, making sure training is ongoing, practical, and relevant

2

Set the guardrails

Give teams clear, role-relevant guidance on where AI can be used, what information can be entered, and where human review is required

3

Build trust

Make the source data, output logic, review processes, and accountability visible, especially where AI informs high-impact decisions

4

Embed AI into actual workflows

Co-design with the people who'll use it, reduce steps, eliminate repetitive work, and fit within systems already in use

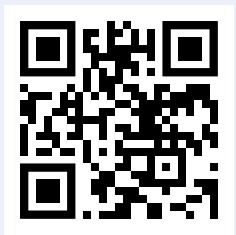
5

Prove value through focused use cases

Begin with a limited number of meaningful business problems, define success measures, and use results to determine where to scale

The goal: move from individual experimentation to organizational advantage for commercialization teams

Explore more *Commercialization That Works* research on what teams need for commercialization to work in practice.



Learn more at beghou.com

